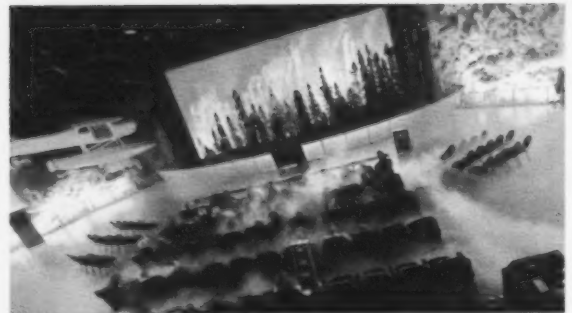




Mission Statement

Science North creates and markets high quality science education and entertainment experiences in English and French which involve people in the relationship between science and everyday life.

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Message from the Chair and Chief Executive Officer



Scott Lund
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

2011-12 was filled with change, a strong focus on our mission and mandate and the realization of new opportunities to serve our audiences.

In May 2011, Science North experienced a change in leadership with the appointment of Guy Labine, when Jim Marchbank stepped down as Chief Executive Officer after 29 years of service. A new Chief Operating Officer, Brenda Tremblay, was chosen to succeed former COO Guy Labine. Between them Guy Labine and Brenda Tremblay bring 35 years of Science North and senior management experience to the organization.

"Change" was the theme of the Canadian Association of Science Centres (CASC) conference proudly hosted by Science North in June 2011. 128 delegates from across the country participated in this two-day conference on-site at Science North featuring inspiring learning sessions, a keynote address by marine archaeologist Dr. James Delgado, a tradeshow and engaging networking events. Delegates had the opportunity to learn about the cutting-edge work happening in science engagement and informal learning today, to share knowledge with one another, and to engage with other science centre professionals. Science and science centre audiences are changing and this conference was an excellent chance for participants to connect and look to the future with the objective of better serving our existing and new audiences.

Over the course of the year Science North continued to broaden its service to Northern Ontario with great science experiences. Science North staff reached a total of 17,793 students in 37 communities in Northeastern and Northwestern Ontario through school outreach science programs. Special science experiences were also offered to the general public at festivals and fairs, libraries and provincial parks in 47 Northern Ontario communities to over 26,220 people. Week-long summer camp experiences were delivered in 21 Northern Ontario communities to 1,908 children ages four to fourteen.

In keeping with our strategic goal to develop and renew science experiences with a focus on today's science and attracting new and growing audiences, Science North continued the development of new program offerings for both teens and adults. Science North hosted its inaugural SatURday Night Science event, for teens aged 13 to 18, in December 2011 followed by a second event in February 2012. Both events proved extremely successful. A popular series of eight Science Cafés was also launched this year with a range of topics. Science Cafés are forums to discuss, with experts on hand and in a casual environment, big picture questions in science and society. One teen event and two Science Cafés were also delivered in Thunder Bay.

In Science North's science centre an extensive renewal campaign was completed with the opening of a new experience in the Vale Cavern called *Wildfires! A Firefighting Adventure in 4D!* At the centre of this Science North produced film are the courageous efforts of the stars of the show – firefighters with the Ontario Ministry of Natural Resources – and the equipment and knowledge they use to battle this incredible force of nature. The film uses 3D film techniques combined with motion seating and special wind, water, scent and smoke effects to explore the science of fire behaviour and firefighting. The project was a culmination of a jointly funded project by the Canada-Ontario Infrastructure Stimulus Fund and the Northern Ontario Heritage Fund Corporation that also included the development of similar *Wildfires!* attractions for the Canadian Bushplane Heritage Centre in Sault Ste Marie, and the Red Lake Regional Heritage Centre.

With the support of FedNor a new experience was unveiled on Level 4 of the science centre with a completely renewed FedNor CyberZone featuring 15 new iMac computers and a multitude of peripheral devices, such as digital microscopes. The layout of the lab was improved for the delivery of school workshops and content themes were grouped to improve the experience for general visitors. The area was expanded with the addition of a "SN TV" studio which has proven to be a popular addition with visitors of all ages.

In the Special Exhibits Hall, Science North's seventh travelling exhibition *Wildlife Rescue* was staged. The exhibition, which involves visitors in the stories of animal rescue and restoration, animal health, and the science behind these stories, was popular with science centre visitors from school groups to tourists. *Wildlife Rescue* is now on a multi-year North American tour, leased to other science centres.

At our earth science centre Dynamic Earth visitors experienced two new special exhibitions; *SiO₂: The Science of Glass* and *GPS Adventures Canada*. For the first time Dynamic Earth also remained open to school and tour groups during the winter months and offered specialty all-day programming in January and February that diversified offerings and attracted more than 700 students.

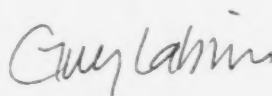
Some of our successes also set the stage for future opportunities. The inaugural fundraising gala "Science North is Going Wild" was hugely successful raising over \$43,000 in funds to support new teen initiatives. The external sales team was equally successful in securing funding and a partnership for a new travelling exhibition, the *Science of Ripley's Believe it or Not**, set to open in March 2013.

In November 2011 Science North re-introduced its Honorary Life Member award program. Former Science North CEO Jim Marchbank was bestowed with the award. The fundraising event, held in his honour, raised over \$42,000 for the newly established Marchbank Innovation Fund.

The accomplishments noted in this report are a small sample of Science North's achievements in 2011/12. These couldn't have been realized without the dedication, focus and hard work of Science North staff and volunteers and the centre's Board of Trustees. We also would like to acknowledge our donors, funders and partners for helping us to realize our goals and deliver on Science North's mandate. Last but not least we offer our sincere gratitude to the Ministry of Tourism, Culture and Sport and to Minister Chan for your ongoing support. We look forward to many shared successes in the future.



Scott Lund
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

Fast Facts

(April 1, 2011 -
March 31, 2012)

Memberships

Family/Individual Memberships	2,796
Corporate Memberships	52

Admissions

Science North Science Centre	132,540
IMAX® Theatre	69,798
Planetarium	21,871
Dynamic Earth	36,431
Total	260,640

Education Programs - School Groups

Science North Science Centre	23,582	students
IMAX® Theatre	13,983	students
Planetarium	3,399	students
Dynamic Earth	4,608	students
Special Science North Program		
- Overnight camp-ins	1,297	students
Total	46,869	students

Science Programs & Workshops

Science Camps	1,908	participants (21 communities)
Specialty Programs	2,066	participants
New Year's Eve Event	941	participants
Halloween Event	1,905	participants
After School Program	47	participants
Public Outreach		
- Northeast	21,720	participants (40 communities)
- Northwest	4,500	participants (7 communities)
School Outreach		
- Northeastern Ontario	10,400	participants (23 communities)
- Northwestern Ontario	7,393	participants (14 communities)
Teacher workshops	146	teachers
Total	51,026	

Workforce

Employees	95	full time salaried
	134	casual, contract and hourly
Total	229	employees
Volunteers	188	
	15,043	hours

Strategic Objective #1

Great Science — Achieve our mission by fulfilling our full potential to offer great science experiences to all of Northern Ontario.

GOAL 1

Develop and deliver a comprehensive program of science learning to schools, groups and individuals across Northern Ontario.

Outreach Programs

- The Science North cool science caravans travelled to 37 communities across Northern Ontario to deliver school outreach science programs. Through one-hour curriculum-linked school programs and/or live hands-on science shows, Science North staff reached 10,400 elementary students in 23 Northeastern Ontario communities and 7,393 elementary students in 14 Northwestern Ontario communities, for a total of 17,793 students.
- Science North staff offered special science experiences to the general public at festivals and fairs, libraries and provincial parks in 47 Northern Ontario communities to over 26,220 people: 21,720 people in 40 Northeastern Ontario communities and 4,500 people in seven Northwestern Ontario communities.
- 17 different week-long, themed summer science camps were delivered in 21 communities: 14 communities in Northeastern Ontario and seven communities in Northwestern Ontario, with a total of 1,908 children between the ages of four to 14 experiencing these science camps.
- New programs were delivered in Northern Ontario to reach different audiences:
 - Programs designed to encourage families to engage in science together were piloted in eight communities with very positive feedback.
 - Two Science Cafés were delivered in Thunder Bay. Science Cafés are an opportunity for adults to get together to become involved in the discussion of science topics. An expert panel presents their views on a given topic then the audience engages in the discussion.
 - A program for teens was offered in Thunder Bay around the theme of “Minute to Win it.”



Educational Programs

- A total of 46,869 students participated in Science North's school experiences this past fiscal year. This included students visiting Science North attractions, including the science centre, Dynamic Earth, the IMAX® Theatre and Planetarium. The total also includes students participating in the overnight camp-in programs offered at Science North.
- Science experiences were delivered to 28,190 students who visited Science North and Dynamic Earth. 3,399 students took part in the Planetarium experience and 13,983 students experienced Science North IMAX theatre films.
- Schools and school boards purchased school memberships for 11,086 students in the City of Greater Sudbury. Schools with such a membership can visit both Science North and Dynamic Earth at no charge from September through to May.
- Curriculum-based science teacher workshops were delivered to 146 educators both in Sudbury and from Northern Ontario communities. Science North also delivered teacher workshops at the Science Teacher Association of Ontario conference in Toronto and at the Ecolinks in April 2011 through a teacher conference hosted by the Ontario Society for Environmental Education (OSEE).
- Science North and Dynamic Earth hosted a total of 478 Northern Ontario pre-service teachers. An additional 106 teachers participated in teacher events and previews at both Science North and Dynamic Earth.
- To help Northern Ontario schools cover the cost of transportation to Sudbury, Science North provided a bus subsidy for Northern Ontario schools located 100 km (one way) or more from Sudbury. A total of 20 Northern Ontario schools took advantage of this offer.

First Nations

- Science North's annual Roots & Shoots Conference has always put an emphasis on inclusion and diversity, celebrating the power of all young people to make a difference in their communities. In partnership with the Jane Goodall Institute of Canada, this year's conference had a more conscious focus on celebrating the traditional heritage of Northeastern Ontario, and on ensuring that aboriginal youth who are champions of change in their communities had a strong voice at the conference. A total of 152 aboriginal youth participated in the Roots & Shoots conference.



- Science North delivered programs to 240 First Nations high school students in Northwestern Ontario through NAN (Nishnawbe Aski Nation) at a special event for two high schools (Dennis Franklin Cromarty High School + Pelican Falls First Nations High School). Programs included customized Science Olympics, tabletop science activities and digital planetarium presentations.
- The outreach team in Northeastern Ontario delivered science program experiences to three First Nations communities, the Wahnapiatae, Magnetawan and Serpent River First Nations. Programs at all First Nations locations included Science North hands-on exhibits. On the Wahnapiatae and Magnetawan First Nations Reserves, Science North scientists also involved participants in science challenges and science programs about species at risk. At the Magnetawan First Nations camp, participants also spent a day learning about snakes in their area, and built a hibernaculum for snakes (an area where snakes could overwinter).



GOAL 2

Fund, develop and renew science experiences, exhibits, theatres, and programs in both our science centres with a focus on today's science and attracting new and growing audiences.

Lab Themes

- The FedNor CyberZone was completely renewed with 15 new iMac computers and a multitude of peripheral devices, such as digital microscopes. The layout of the lab was improved for the delivery of school workshops and content themes were grouped to improve the experience for general visitors. The area was expanded and the "SN TV" studio was opened. This is a complete news studio set where the visitor is the anchorman or woman. Visitors read a news story from the teleprompter and the green screen and special effects take care of the rest! Others can watch the broadcast on a large monitor and visitors can even email their production to themselves or their "fans".
- *Wildlife Rescue*, Science North's seventh travelling exhibition was staged in the centre's Special Exhibits Hall. *Wildlife Rescue* involves visitors in the stories of animal rescue and restoration, animal health, and the science behind these stories. The exhibition presents topics and themes that are important to the health of habitats and ecosystems on our planet and imparts a message that every individual can make a difference.



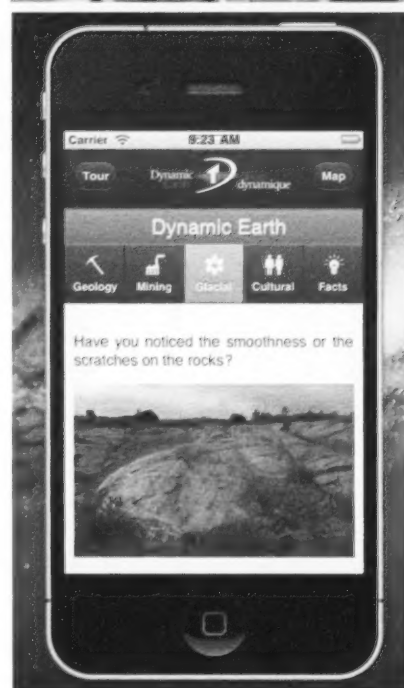
- *Wildfires! A Firefighting Adventure in 4D* opened in the Vale Cavern. This brand new Science North production takes visitors right into the heart of a major forest fire in Northwestern Ontario. The fire is brought under control by the firefighting expertise of the Ontario Ministry of Natural Resources but there are many 'bumps' along the way.
- *EWWW... What's Eating You?* was staged in the Special Exhibits Hall for February and March 2012. This travelling exhibition had a carnival theme and engaged visitors with the theme of parasites and all things creepy.

Current Science

- A successful series of Science Cafés was launched this year. Eight Science Cafés were hosted, with topics ranging from "Food for Thought: Can We Call Our Food System Secure?" to "Sex, Love and Attraction". Science Cafés are forums to discuss, with experts on hand and in a casual environment, big picture questions in science and society.
- The Explore Science Speakers Series featured Claire Martin, Senior Meteorologist for CBC, Dr. Brock Fenton, Ontario's 'batman', and Dr. James Delgado, marine archaeologist and Titanic explorer, speaking about science that was in the News.

Science Programs at Dynamic Earth

- The special exhibition *GPS Adventures Canada*, a life-sized interactive maze that introduces visitors to the Global Positioning System (GPS) and the fun pastime of geo-caching, opened at Dynamic Earth in March 2012 and helped attract new audiences to the science centre.
- Dynamic Earth remained open to school and tour groups during the winter months and offered specialty all-day programming in January and February that diversified offerings and attracted more than 700 students.
- The special exhibition *SiO₂: The Science of Glass* opened in the MacLean Engineering Gallery in May 2011. Visitors were taken on a voyage through the universe of glass technology and science and explored all aspects of the fascinating substance we know as glass.
- The mobile app *Discover Sudbury*, a GPS-enabled smart phone tour of the geological, glacial, mining, and cultural history of the City of Greater Sudbury, was created in the Fall and its beta version was released to the public in October.



- VitalAlert's Through-The-Earth communication system was installed at Dynamic Earth. The system that uses ultra-low frequencies to pass signals directly through the rock is an emerging technology for the mining industry. The partnership with VitalAlert has helped strengthen ties with industry partners and helps bring current science to Dynamic Earth visitors.

GOAL 3

Develop a website which offers high quality science experiences and drives attendance and sales.

Cool Science on our website

- Science North set a goal to post science content a minimum of one time weekly and engage online visitors in conversations. Science North staff created 95 blog posts and generated 624 retweets, facebook likes, shares and comments. Facebook fans grew from 1,663 on April 1, 2011 to 3,471 on March 31, 2012.

Strategic Objective #2

Strong Foundation — Invest in our people, technology and infrastructure to enable growth and to achieve our mission.

GOAL 1

Implement organizational development tools, approaches, and program to develop our workforce.

Performance Culture

- As part of nurturing a performance culture, 15 performance culture events and 20 knowledge sharing events were delivered to volunteers, staff, and supervisors promoting an integrated approach to performance management and knowledge sharing.

Culture Change

- Science North re-launched its volunteer program creating a strategic link with new audiences specifically targeting teens and older adults. This included a larger investment in training of new volunteers, customized opportunities for high skilled volunteers, partnerships, and a targeted recruitment cycle.

Recognition Programs and Strategy

- Informal recognition programs were implemented and included summer events celebrating staff and volunteer contributions to visitor experiences across Northern Ontario and around the world.



GOAL 2

Select and utilize appropriate technology, systems and skills to achieve operational and service excellence and efficiency.

On-line Booking

- Improvements, such as adding school program descriptions, were made to the on-line booking process by consulting teachers through focus groups and surveys. This resulted in 50.2% of all school bookings completed using the on-line booking process with an overall user satisfaction of 82.7%. Consultations will continue with teachers to improve the process and to increase the satisfaction and user rate.
- The usability of web ticketing pages was enhanced by improving navigation and applying a new, more modern look and feel.

Information Technology Strategy

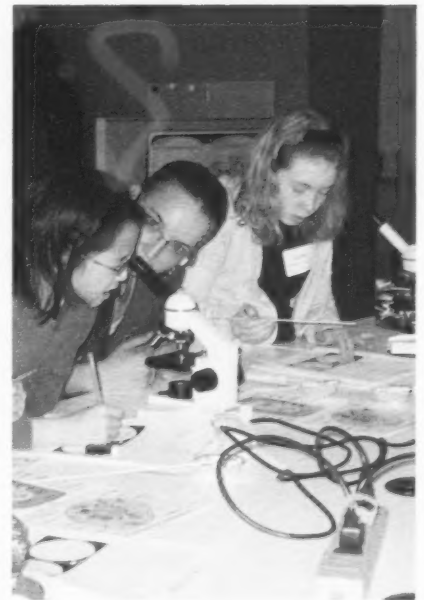
- An internal information technology team completed a review of IT at Science North, in order to develop an Information Technology Strategy. This included reviewing existing challenges in supporting multiple platforms, applications issues, a review of IT policy and standards, and project planning through to implementation. A steering committee was created to oversee the efforts and provide input to IT with respect to strategy development.
- The strategy was developed and contents included new policies, recommendations around operational improvements, and the ongoing role of the steering committee in project selection as well as with providing input into the overall direction of IT.
- The new strategy allows Science North to look at technology from a corporate point of view, and with a business focus. The needs of Science North as an organization are reviewed as a whole. The steering committee makes informed decisions around budget and project selection, as these are based on overall benefit in efficiencies or cost savings to the organization.

Science Learning and Impact Evaluation

- Science North conducted an extensive evaluation study to determine the learning impact of its newest travelling exhibit *Wildlife Rescue*. Visitor interactions were analyzed as were visitor surveys. The results clearly showed that *Wildlife Rescue* was successful in providing a rich learning experience. The majority of the exhibits engaged a high percentage of visitors in learning behaviors, such as seeking more information through discussions with others, making meaning through previous experiences and knowledge, and returning to the exhibit numerous times to experience it again. *Wildlife Rescue* was also successful in communicating its key messages. Visitors reported an increase in understanding for conservation issues like the plight of endangered species and the number of restoration projects around the world.



- Through the evaluation of *Wildlife Rescue*, Science North was able to identify exhibit experiences that needed improvements to increase the learning opportunities for visitors. Recommendations were made and exhibit modifications were implemented to ensure the highest quality visitor experience as *Wildlife Rescue* started its tour to other venues. This in turn will result in higher satisfaction from the centre's clients and their visitors, contributing to return business in the future.
- Learning impact research contributed to the improvement of the visitor learning experience at key exhibits in the Northern Ecosystems gallery on Level 3 of the science centre. Visitor behaviours and dialogue were analyzed at the new stream table and at the computer interactives near the beaver, the porcupine and the owls.
- Science North expanded its learning impact research into the centre's camps and programs. Science North collected March Break science camp data, identified learning behaviours of participants and has since outlined an evaluation framework that will be used to assess the learning impact of the centre's camps in the future.
- New initiatives were evaluated for impact through surveys at Science North teen events and various Science Cafés. Preliminary results show very positive responses, engaged audiences, and recommendations for improvements.



System for Performance Reporting

- A formalized balanced scorecard was complete for the 2011-12 fiscal year reporting financial, customer satisfaction, project and learning impact results compared to established goals.
- Consistent and standardized data is being collected and reported throughout the organization.

GOAL 3

Identify long term infrastructure renewal needs and work with the Ministry of Tourism, Culture and Sport to secure multi-year capital funding to meet renewal needs and make 'green' investments.

Capital funding for repair and rehabilitation projects from the Ministry of Tourism, Culture and Sport

- Science North received \$1,050,000 in funding to implement five critical capital projects in 2011-12. These projects address visitor and staff safety, infrastructure improvements and flooring repair/rehabilitation.

Capital repair and rehabilitation projects

- Upgrades to HVAC systems at the Bell Grove site, including the F. Jean MacLeod Butterfly Gallery, were completed in order to improve the ability to control temperature and be more energy-efficient. Some additional HVAC upgrades were performed to accommodate a new video-conferencing area.
- New flooring and carpeting was installed in the main lobby gift shop area at the Bell Grove site to remove a tripping hazard for visitors. Security improvements were made in the Special Exhibits Hall entrance and exit.
- Many improvements were made to the exterior of our Dynamic Earth site. These measures enhanced the safety of many areas on the grounds. Site work facilitated the removal of old equipment from the building to allow for better access to mine entrances, better fire egress and safer use of the site for staff and visitors.

Participation in Ministry led advancement of the Asset Management Program (AMP) Initiative

- Science North participated in the Ministry led Asset Management Program through the year. This resulted in the selection of a vendor to implement this project. The selected vendor will be conducting a full assessment of the centre's facilities in 2012-13 as part of a four-year project.

Energy conservation

- Cooking facilities in Elements food court were converted to more efficient gas from higher cost electric, resulting in a net reduction in utilities consumption.
- Improvements in lighting programmability and prior capital projects for power factor conversions lowered overall consumption.



Strategic Objective #3

Fiscal Strength — Increase self-generated revenue to achieve our mission.

GOAL 1

Increase attendance and revenue at all Science North attractions and increase profit from related businesses.

A Great Science North website

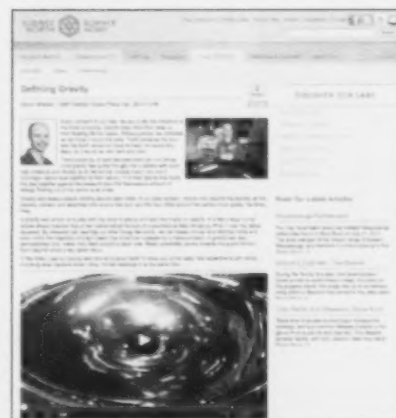
- Science North began work on a digital strategy for the organization moving forward that will address a social media strategy, search engine optimization (SEO) and search engine marketing (SEM) marketing best practices and mobile.
- The centre set a goal to implement online offers and contests with 1,200 consumer responses; actual result was 1,403 interactions with online visitors.

Branding

- Awareness surveys in January/February 2012 demonstrate strong awareness of Science North in all markets: Sudbury 100% awareness; Northeastern Ontario: 96% awareness; Central Ontario 93% awareness. (1000 people surveyed by telephone, representative of all age groups; the margin of error is 3.1%, 19/20 times)
- Science North set a goal to achieve 400% return on marketing investment with an actual return of 436%.
- A Teacher Access Pass program was implemented to encourage teachers to visit Science North on their own time. The program allows teachers the opportunity to experience the science centres and find out more about school programs.

Marketing Strategy

- Marketing plans were implemented and geared to new audiences (teens, adults) in conjunction with new programming. Marketing strategies and tactics were developed in advance of the April 2012 opening of the blockbuster special exhibit *BODY WORLDS Vital*. A marketing campaign for GPS Adventures Canada at Dynamic Earth was developed and launched.



GOAL 2

Increase revenue, margins and profit from all Science North external sales with a focus on full development of our travelling exhibit business.

Maximize profit through a focused sales strategy and an efficient operation

- During 2011-12 Science North achieved \$2 million in external sales revenues from travelling exhibits, multimedia shows, exhibits and consulting.
- Science North secured *Mysteries of the Great Lakes* film distribution sales of \$109,512.
- The centre secured 90% of the total revenue for the 2012-2013 projected external sales goal of \$2,950,300. In addition Science North secured the funding and partnership for a new travelling exhibit, the *Science of Ripley's Believe it or Not*®, set to open in March 2013, and developed the interpretive and exhibit plan for the exhibit.
- Science North achieved an 80% client satisfaction score for external sales products.

GOAL 3

Launch a Development Unit to raise funds for exhibit and program development and operations.

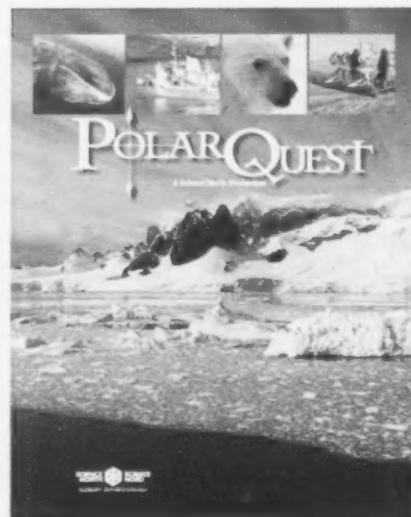
Fundraising Development Unit

- The inaugural fundraising gala, "Science North is Going Wild" was hugely successful, raising over \$43,000 with funds supporting new teen initiatives.
- The corporate membership program more than doubled revenue targets, earning \$32,801.
- Former Science North CEO Jim Marchbank was bestowed with an Honorary Life Member award from Science North at an event in November 2011. This fundraising event raised over \$42,000 for the newly established Marchbank Innovation Fund.
- Planning of the "Titanic Gala" was completed and 72% of the tickets were sold by March 31st, 2012.



Increase Revenue from Governments

- Science North exceeded its targets for summer employment and intern grants by securing \$264,000 in funding. The centre provided employment opportunities to 63 summer students and 11 interns.
- \$68,000 was secured in funding from Celebrate Ontario to support a Wild Summer at Science North! Over a period of 9 weeks from July 2nd to September 2nd, special programming focused on wild animals was offered to visitors. Each week featured special events and programming, video-conferencing sessions and special presentations to complement a specific theme. Two of the most popular events featured live animal shows presented by Jungle Cat World and Little Ray's Reptile Zoo.
- Funding for Science North's *Polar Quest* film (in development) was secured through Aboriginal Affairs and Northern Development Canada, International Polar Year program in the amount of \$195,000.
- The FedNor CyberZone was completed and enhanced through funding from FedNor. Visitors are now able to explore the expanding world of computer technology, create their own video or stop-motion animation, DJ digital music, learn about augmented reality, digitize their fingerprints, and put themselves anywhere in the world with our green screen. Science North's outreach program has benefited through the adoption and implementation of technology and software to reach students and residents throughout Northern Ontario.



Science North Funders, Donors and Sponsors*

Science North's successes would not have been possible without the generous support of funders, donors and sponsors. Sincere thanks are extended to each and every one of them.

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** cash donations of \$250 and
greater; in-kind contributions of
\$500 and greater*

Science North Board of Trustees

(as of March 31, 2012)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2013
Jordi Cisa	March 24, 2004	June 2, 2013
Elyse Clements	June 29, 1998	August 25, 2013
Doug Craig	July 4, 2001	August 25, 2013
Lorraine Dupuis	March 24, 2004	June 2, 2013
Richard Dupuis	February 11, 2009	February 11, 2015
Manfred Herold	May 25, 2004	June 2, 2013
Stephen Kosar	January 27, 2010	January 27, 2013
Jeffrey Laberge	February 11, 2009	February 11, 2015
Claude Lacroix	July 15, 2009	July 15, 2012
John Macdonald	June 11, 2008	June 11, 2014
Gordon Marrs	June 22, 2005	January 19, 2015
Rachel Prudhomme	May 15, 1992	August 25, 2013
Diane Salo	February 11, 2009	February 11, 2015

Science North Committee Members

(as of March 31, 2012)

Audit Committee

Rachel Prudhomme – Chair
Richard Dupuis
Diane Salo

Business Affairs Committee

Jeffrey Laberge – Chair
Doug Craig
Richard Dupuis
Manfred Herold
Diane Salo
Cathy Bailey

Executive Committee

Scott Lund – Chair
Elyse Clements
Jeffrey Laberge
Claude Lacroix (member at large)
Gordon Marrs

Fundraising Committee

Elyse Clements – Chair
Stephen Kosar
Claude Lacroix
Frank Catalano
Mike Franklyn

Science Program Committee

Gordon Marrs – Chair
Jordi Cisa
Lorraine Dupuis
John Macdonald
Rachel Prudhomme
Diane Abols
Nels Conroy
David Wood

Science North Staff

(as of March 31, 2012)

Guy Labine
Chief Executive Officer

Chloe Gordon
*Executive Manager,
CEO's Office*

Eileen Kotila
Administrative Assistant

Jennifer Pink
Director, Science Programs

Chantal Barriault
*Senior Scientist Research
and Evaluation &
Co-Director, Science
Communication
Program*

Mia Boiridy
Director, Dynamic Earth

Jennifer Beaudry
Tobias Roth
Staff Scientists

Robert Gagne
Senior Producer
John Milne
Associate Producer
Richard Wildeman
Animator
Amy Wilson
Contract Editor

Brenda Koziol
*Senior Scientist, Travelling
Exhibits*
Kirsti Kivinen-Newman
(on leave)
Franco Mariotti
Staff Scientists

Nancy Somers
*Senior Scientist, Science
Operations*
Roger Brouillette
Daniel Chaput
Sarah Chisnell
Bruce Doran
Jenny Fortier

Amy Henson
Dana Murchison
Stephen Smith
Simon Strasser
Staff Scientists
Alain De Chevigny
Jean-Marc Lalonde
Science Communicators
Jacqueline Bertrand
Dale Myslik
Science Technicians
Gilles Caron
Technical Specialist
Ronald Bradley
Technician
Russell Jensen
Contract Carpenter

Carey Roy
*Assistant to the Directors,
Science and Education
Initiatives*

Nicole Chiasson
*Director, Education and
Northern Programs*
Cathy Stadler Wise
*Senior Scientist, Education
Programs*

Danielle Waltenbury
Senior Scientist, Education
Lora Clausen
Natalie Crinklaw *(on leave)*
Tina Hache-Roy
Emily Kerton
Ashley Larose
Bryen McGuire
Staff Scientists
Angele Liefso
Kerry McCullough
Science Communicator

Brenda Tremblay
Chief Operating Officer

Jennifer Booth
Senior Manager, Finance
Michelle Ciulini
Angela McCandless
Valerie Pratt
Accountants

Diane Rossi
Pay & Benefits Officer
Janine Pigozzo
*Procurement and Contracts
Officer*

Dale Bursey
Mark Gibson
Technical Managers
Paul Loiselle
Kevin McArthur
Shawn McNamara
Technical Specialists
Renaud Marquis *(on leave)*
Technician

Stephanie Deschenes
Senior Manager, Marketing
Christine Catt
Crystal Craig
Audrey Dugas
Marketing Specialists
Kim Lavigne
Mireille Wright
Graphic Designers
Reem Fattouh *(on leave)*
Web Editor
Joel Ayotte
Web Developer

Julie Moskalyk
*Senior Manager,
International Sales*
Courtney Gilbert
Client Services Assistant
Catherine Cranmer
*Sales Representative,
International Sales*
Don Greco
Michel Tremblay
Technical Specialists
Norma Henry
*Manager, Travelling Exhibits
Touring Operations*

Renee LePera *(on leave)*
*Senior Manager, Sales &
Visitor Services*
Michelle Lalonde
Kimberly Parkhill
Sales Leaders

Ron Pinard
Technical Specialist
Guy Chauvin
Food Court Leader

Nicole Vezina
*Senior Manager, Project
Management Office*
Vern Gran
Project Manager, Technical
Tasio Gregorini
Senior Project Technologist
Vince Murphy
Technical Specialist
Dave Kelly
IT Services Manager
Brian Wright
IT Services Technician
Andrea Martin
Project Manager

Jacqueline Savoie
Director of Development
Cora-Lee Ertler
Kristal Lafantaisie
Development Officers

Nadim Kara
*Director, Organizational
Development*
Denise Fera
*Senior Manager,
Organizational
Development*
Rebecca Wilson
*Organizational
Development Specialist*
Tasha Denis
*Organizational
Development Coordinator*

David Lickley
*Large Format Films
Director*
Beverly Pugliese
Production Coordinator

APPENDIX:

Science North Audited Financial Statements

(as of March 31, 2012)

Financial Statements of

SCIENCE NORTH

Year ended March 31, 2012



KPMG LLP
Chartered Accountants
Claridge Executive Centre
144 Pine Street PO Box 700
Sudbury ON P3E 4R6

Telephone (705) 675-8500
Fax (705) 675-7586
In Watts (1-800) 461-3551
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism, Culture and Sport of the
Province of Ontario and the Board of Trustees of Science North

We have audited the accompanying financial statements of **Science North** which comprise the statement of financial position as at March 31, 2012, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2012 and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants

June 26, 2012
Sudbury, Canada

SCIENCE NORTH

Statement of Financial Position

March 31, 2012, with comparative figures for 2011

	2012	2011
Assets		
Current assets:		
Cash and short-term investments	\$ 5,214,228	4,956,130
Accounts receivable	2,146,658	4,647,687
Prepayments and inventory	842,089	535,045
	8,202,975	10,138,862
Restricted investments, at cost	6,135,848	5,302,913
Capital assets (note 2)	41,891,367	43,476,465
	\$ 56,230,190	58,918,240
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,956,324	4,549,808
Deferred revenue	834,697	1,158,971
Current portion of loans payable (note 3)	533,453	375,390
	4,324,474	6,084,169
Loans payable (note 3)	2,070,321	2,587,448
Fund balances:		
General	2,332,267	1,582,064
Capital asset	40,488,400	42,073,498
Restricted and endowment (note 4)	7,014,728	6,591,061
	49,835,395	50,246,623
	\$ 56,230,190	58,918,240

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2012, with comparative figures for 2011

	General		Capital Asset		Restricted and Endowment		Total	Total
	2012	2011	2012	2011	2012	2011	2012	2011
Revenue:								
Province of Ontario grants:								
Operating	\$ 6,964,400	6,964,400	-	-	-	-	6,964,400	6,964,400
Specific	248,858	259,790	1,737,403	4,694,679	-	-	1,986,261	4,954,469
Government of Canada grants	169,314	86,615	763,848	3,055,034	-	-	933,162	3,141,649
Admissions:								
Science Centre	973,504	940,116	-	-	-	-	973,504	940,116
Dynamic Earth	402,562	431,372	-	-	-	-	402,562	431,372
IMAX Theatre	582,469	705,779	-	-	-	-	582,469	705,779
Planetarium	116,063	122,505	-	-	-	-	116,063	122,505
Workshops and events	859,076	777,701	-	-	-	-	859,076	777,701
Memberships	434,996	361,347	-	-	-	-	434,996	361,347
Business operations:								
Food services	598,542	490,893	-	-	-	-	598,542	490,893
Exhibit and theatre production sales	2,043,234	2,287,127	-	-	-	-	2,043,234	2,287,127
Film production services	145,792	473,012	-	-	-	-	145,792	473,012
Retail	789,648	858,259	-	-	-	-	789,648	858,259
Parking	84,665	94,332	-	-	-	-	84,665	94,332
Fundraising and donations	301,274	274,721	1,292,615	429,425	70,100	85,857	1,663,989	790,003
Interest earned	191,696	147,937	-	-	350,983	213,010	542,679	360,947
Other	53,039	26,552	49,990	-	-	-	103,029	26,552
	14,959,132	15,302,457	3,793,866	8,179,138	421,083	298,867	19,224,071	23,780,463
Expenses:								
Science program								
Science Centre operations	2,422,394	2,505,917	-	-	-	-	2,422,394	2,505,917
Education and Northern programs	1,376,255	1,477,854	-	-	-	-	1,376,255	1,477,854
Dynamic Earth operations	546,618	489,379	-	-	-	-	546,618	489,379
Business operations:								
IMAX Theatre	619,124	676,105	-	-	-	-	619,124	676,105
Planetarium	118,390	114,759	-	-	-	-	118,390	114,759
Food service	486,647	365,283	-	-	-	-	486,647	365,283
Cost of exhibit sales	1,356,456	1,606,866	-	-	-	-	1,356,456	1,606,866
Cost of film services	303,525	337,659	-	-	-	-	303,525	337,659
Retail	541,149	577,012	-	-	-	-	541,149	577,012
Box office and sales	359,825	380,497	-	-	-	-	359,825	380,497
Maintenance and building	1,679,885	1,915,874	-	-	-	-	1,679,885	1,915,874
Administrative operations	2,509,777	2,340,662	-	-	-	-	2,509,777	2,340,662
Marketing and development	1,326,943	1,281,156	-	-	-	-	1,326,943	1,281,156
Program technical support	472,929	380,173	-	-	-	-	472,929	380,173
Amortization of capital assets	-	-	5,415,382	4,552,773	-	-	5,415,382	4,552,773
	14,119,917	14,449,196	5,415,382	4,552,773	-	-	19,535,299	19,001,969
Excess (deficiency) of revenue over expenses	839,215	853,261	(1,671,526)	3,626,365	421,083	298,867	(411,228)	4,778,494
Fund balances, beginning of year	1,582,064	856,345	42,073,498	37,773,315	6,591,061	6,838,469	50,246,623	45,468,129
Transfers for capital assets	(19,081)	(563,981)	86,428	673,818	(67,347)	(109,837)	-	-
Interfund transfers (note 5)	(69,931)	436,438	-	-	69,931	(436,438)	-	-
Fund balances, end of year	\$ 2,332,267	1,582,064	40,488,400	42,073,498	7,014,728	6,591,061	49,835,395	50,246,623

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Cash flows from operating activities:		
Excess (deficiency) of revenue over expenses	\$ (411,228)	4,778,494
Adjustments for:		
Amortization of capital assets	5,515,382	4,552,773
Debt discount (net)	19,204	19,972
	5,123,358	9,351,239
Changes in non-cash working capital (note 8)	276,227	(1,032,166)
	5,399,585	8,319,073
Cash flows from investing activities:		
Additions to capital assets	(3,930,284)	(8,852,956)
Increase in other restricted investments	(832,935)	(760,675)
	(4,763,219)	(9,613,631)
Cash flows from financing activities:		
Repayment of loans payable	(396,742)	(303,269)
Additions to loans payable	18,474	28,646
	(378,268)	(274,623)
Net increase (decrease) in cash and short-term investments	258,098	(1,569,181)
Cash and short-term investments, beginning of year	4,956,130	6,525,311
Cash and short-term investments, end of year	\$ 5,214,228	4,956,130

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

Science North (the "Organization") is an agency of Her Majesty created under the Science North Act, 1986 by the Ontario Legislative Assembly. The principal activity of the Organization is to create and market high quality science education and entertainment experiences and products, which involve people in the relationship between science and everyday life.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements include the assets, liabilities, revenues and expenses of all of the Organization's activities, some of which are contracted out to an associated organization. All inter-organization balances and transactions have been eliminated.

Because the Organization receives funding for operational and special purposes, the financial statements are presented in a manner, which segregates the following funds:

- General fund, which presents the day-to-day demonstrative, business, administrative and maintenance operations of the Organization.
- Capital asset fund, which presents the assets, liabilities, revenues and expenses related to the Organization's capital assets.
- Restricted and endowment fund, which presents the assets, liabilities, revenues and expenses, which are restricted as to purpose and expendability and set aside by the Board of Trustees, the Province of Ontario or other benefactors.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

1. Significant accounting policies (continued):

(c) Investments:

Short-term investments consist of bonds and coupons and are recorded at fair value.

Restricted investments consist of bonds and coupons and are recorded at amortized cost.

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Items subject to such estimates and assumptions include the carrying value of capital assets and loans payable and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(f) Financial instruments:

The Organization accounts for its financial assets and liabilities in accordance with Canadian generally accepted accounting principles.

The financial instruments are classified into one of five categories: held-for-trading, held-to-maturity, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments, including derivatives, are measured in the statement of financial position at fair value except for loans and receivables, held-for-maturity investments and other financial liabilities which are reported at amortized cost.

The Organization has continued to disclose and present financial instruments under Handbook Section 3861, *Financial Instruments*.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

1. Significant accounting policies (continued):

(g) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

2. Capital assets:

	2012		2011	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Land and buildings:				
Bell Grove	\$ 50,093,527	28,233,379	48,863,409	27,082,845
Dynamic Earth	13,532,853	4,041,585	13,453,849	3,611,279
Exhibits and equipment:				
Bell Grove	14,669,061	8,007,649	12,712,718	6,373,925
Dynamic Earth	4,954,756	3,906,772	4,954,756	3,451,105
Travelling exhibits	7,491,065	5,117,494	7,169,844	3,285,725
Large format film	4,769,595	4,312,611	4,435,066	4,308,298
	95,510,857	53,619,490	91,589,642	48,113,177
Less accumulated amortization	53,619,490		48,113,177	
	\$ 41,891,367		43,476,465	

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

3. Loans payable:

Reduced or non-interest bearing loans are payable as follows:

	Principal Outstanding		Payment Terms
	2012	2011	
Province of Ontario:			
IMAX Theatre	\$ 435,837	435,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Travelling Exhibits 1	168,997	338,542	Repayable in annual installments of \$166,667 each January 1 until paid bearing interest of 6.25%.
Travelling Exhibits 2	328,078	458,874	Loan bearing no interest, repayable in annual installments with two annual payments of \$150,000 and one payment of \$50,000. Loan has been discounted to reflect the fair value. The discount has been calculated at \$21,922 (2011 - \$41,126)
Government of Canada:			
Large Format Films Distribution	368,026	379,585	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Ends of the Earth	302,836	350,000	Repayable at 50% of lease revenue for the Exhibit in excess of a specified balance. The first payment is due within three months of year-end.
Total	2,603,774	2,962,838	
Less current portion of loan payable	533,453	375,390	
	\$ 2,070,321	2,587,448	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the indeterminable repayment schedule.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2012	2011
Externally restricted:		
Capital renewal fund	\$ 2,567,231	2,467,107
Program and exhibit funds	461,739	426,467
Endowment fund	22,046	16,138
	3,051,016	2,909,712
Internally restricted:		
Funds:		
Operating reserve fund	2,719,231	2,594,813
Waterfront development	166,599	137,784
Other	24,113	24,113
Reserves:		
Replacement of capital assets	495,191	425,330
Human resources	558,578	499,309
	3,963,712	3,681,349
	\$ 7,014,728	6,591,061

5. Interfund transfers:

The interfund transfers are comprised of:

- net assets of \$422,729 (2011 - \$861,332) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- net assets of \$142,263 (2011 - \$189,982) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- net assets of \$350,397 (2011 - \$614,876) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

6. Financial instruments:

- Fair value of financial instruments:

The fair values of the Organization's cash and short-term investments, accounts receivable and accounts payable and accrued liabilities approximate their carrying values due to the relatively short periods to maturity of the instruments or because they are carried at market. The market value of the restricted investments is \$6,539,209 (2011 - \$5,612,189). It is not practicable to determine the fair value of the loans payable in view of the indefinite terms except for the loans which have been discounted as disclosed in note 3.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2012

6. Financial instruments (continued):

(b) Concentrations of credit risk:

The Organization is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. Credit exposure is minimized by dealing with credit-worthy counterparties such as government agencies.

(c) Capital disclosures:

The Organization considers its operating capital to consist of long-term debt, net assets invested in capital assets, restricted funds and general funds. The Organization's overall objective for its capital is to fund capital assets, future projects and ongoing operations. The Organization manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements. These are disclosed in note 4.

The Organization also considers its endowments, as reflected in note 4, as part of its capital. The Organization's objective with regards to endowments is to grow the principal and maximize investment income to increase funding for operations.

7. Employee future benefits:

The contributions to the defined contribution pension plans were \$566,838 (2011 - \$526,412).

8. Change in non-cash operating working capital:

	2012	2011
Cash provided by (used in):		
Decrease (increase) in accounts receivable	\$ 2,501,029	(3,189,998)
Increase (decrease) in prepayments and inventory	(307,044)	140,430
Increase (decrease) in accounts payable and accrued liabilities	(1,593,484)	2,013,860
Increase (decrease) in deferred revenue	(324,274)	3,542
	\$ 276,227	(1,032,166)

